Population Health Leadership At Essential Hospitals: Building Human Capital
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OUR ORGANIZATION
WHO ARE WE

CARING FOR THE MOST VULNERABLE

TRAINING FUTURE HEALTH CARE PROFESSIONALS

PROVIDING COMPREHENSIVE, COORDINATED CARE

PROVIDING SPECIALIZED, LIFESAVING SERVICES

ADVANCING PUBLIC HEALTH
WE SERVE THE MOST VULNERABLE

Prevalence of Three or More Claims–based Conditions: 2015
WE SERVE THE MOST VULNERABLE

Prevalence of Three or More Claims–based Conditions: 2015

ABOUT AMERICA’S ESSENTIAL HOSPITALS

Average Uncompensated Care
Members of America’s Essential Hospitals Versus All Hospitals Nationwide, 2016

$7,913,223 U.S. HOSPITALS

$70,776,414 ESSENTIAL HOSPITALS

National Operating Margins

Members of America’s Essential Hospitals Versus All Hospitals Nationwide, 2017

- U.S. Hospital Aggregate: 7.8%
- Member Aggregate: 1.6%
- Member Aggregate Without Medicaid DSH Payments: -3.0%
ABOUT AMERICA’S ESSENTIAL HOSPITALS

Economic Needs in Essential Communities
Members of America’s Essential Hospitals, 2016

- More than 25.3 MILLION individuals below the poverty line
- 19.4 MILLION individuals without health insurance

Social Needs in Essential Communities
Members of America’s Essential Hospitals, 2016

- Our communities have more than 350,000 homeless individuals
- 10.1 MILLION people served by essential hospitals have limited access to healthy food

WHAT IS POPULATION HEALTH?

We define CIHC as a strategy by which health care providers work with other sectors (e.g., government, social service, community development) in both complementary and collaborative ways to promote health.

Adapted from Hester et al., 2015.
THE SPECTRUM OF COMMUNITY-INTEGRATED CARE

Upstream Interventions
- Building Affordable, Accessible Grocery Store in a Food Desert

In the Community
- Creating Food Banks Open to Community

Downstream Interventions
- Providing Food to Patients

Patient Population
- Healthy Cooking Classes for Patients
OUR POPULATION HEALTH PORTFOLIO
OUR POPULATION HEALTH PORTFOLIO

2016

Membership Survey
Expert Interviews
Key Informant Interviews
Deliberative Summit

2018-2019
The survey was sent to 108 systems, representing 262 AEH members. 43 systems completed the survey, representing 106 essential hospitals. Response rates were 39% for systems, and 40% for represented hospitals. Follow-up interviews with 10 respondent and 7 nonrespondent hospital systems.
ADDITIONAL RESOURCES NEEDED FOR POPULATION HEALTH IMPROVEMENT ACTIVITIES

- **Funding**: 80%
- **Analytics Systems/Tools**: 54%
- **Staff**: 51%
- **Staff Training**: 20%
- **Leadership**: 20%
- **Policy Changes**: 15%
- **Strategy Consultation**: 15%
- **Enhanced EHR**: 12%
- **Case Studies**: 10%
- **Governance Education**: 2%
- **Other**: 2%

Source: America's Essential Hospitals. 2016 Essential Hospitals Population Health Survey. (preliminary results as of 7/5/2016)
GAPS IN HUMAN RESOURCES

53% of survey respondents indicated that one of their greatest resource needs is additional staff.

More hospitals are creating positions, such as VP or Director of Population Health

There are gaps in competencies – not all health care providers are well equipped to perform population health

“...A lot of resources need to be focused on training the staff that we currently have, or hiring the right kind of staff with the right skill sets and the right mindset...”

Hospitals and health systems need well trained, dedicated population health improvement staff
OUR POPULATION HEALTH PORTFOLIO

2016

2018-2019

- Job Description Analysis
- Key Informant Interviews
- Focus Groups
- Deliberative Summit
• Designating leadership or executive position shows commitment to work at the highest level
  • Senior staff member, at executive or senior management level
• Establishing population health department helps carry commitment to front lines of care
  • Fully dedicated to population health improvement
• Serves as liaison to surrounding community and a champion for population health improvement
Population Health Leadership At Essential Hospitals

A Toolkit For Hiring and Evaluating Population Health Executives
ESSENTIAL SKILLS

Collaborate Across Communities
Communicate To Advance Shared Goals
Lead Strategically
Manage For Innovation
Measure For Community Involvement
SKILLS ASSESSMENT WORKSHEET

This worksheet is intended to help population health executives and those working in the population health space identify skill sets to target for development or retention.

On the following pages, you will select the percentage skill level of the skills in the row.

Once you have rated the individual skills, add the total points in each column and record the total below. Then divide by the number of skills used to find the average rating for each domain. This average rating highlights areas of strength and areas for improvement.

Each skill is tied to the context of hospital-based population health improvement. However, experience and demonstrated ability in other contexts should be considered.

NAME:

DATE:

<table>
<thead>
<tr>
<th>SKILL</th>
<th>TOTAL POINTS</th>
<th>AVERAGE RATING</th>
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<tbody>
<tr>
<td>Strategic Leadership</td>
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<td>Communication</td>
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<td>Management</td>
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<td>Measurement and Data</td>
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“You can keep your job if you can come up with a satisfactory description of it.”